

Neighborhood Planning for Community Revitalization

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**Center for Urban and Regional Affairs
University of Minnesota
330 Humphrey Center**

Whittier Works Business Survey

**Prepared by
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for the Whittier Community Development Corporation
June 1998**

*This report [NPCR 1099] is also available at the following internet
address: <http://freenet.msp.mn.us/org/npcr>*

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Executive Summary

The research that led to the compilation of this report was conducted in an effort to identify potential business partners for Whittier Works, an job coaching program in South Minneapolis. Seven criteria were identified and used to select potentially successful partners for the program. Next, manufacturing firms were roughly divided into three groups (metal finishing, printing, and general manufacturing) and surveyed over the phone to ascertain their interest level as well as whether or not they met the established criteria.

In all, one hundred sixty-one firms were contacted and twenty-three were selected as potential partners for the program. Those firms that were not interested in the program listed a variety of reasons for their lack of interest. These reasons included: no problem with employee retention, a location outside of Minneapolis (despite a Minneapolis address), and a need for more experienced employees.

Finally, a few tips for conducting business surveys are listed, including: clearly identifying the types of businesses being sought, using personal contacts, and following up quickly. The last section describes the next steps that will be used to implement this research and sign up new business partners for Whittier Works.

Introduction

This report is the result of a nine-month research project for Whittier Works, a program of the Whittier Community Development Corporation. Whittier Works is a job-coaching program that is business driven and uses peer support to help job seekers become reliable employees. As the program seeks to expand, the staff decided to undertake a project to identify potential new business partners. Criteria for successful businesses partners for Whittier Works were identified and a goal of twenty interested firms was established for the project.

The criteria for successful business partners came from the nearly three years of experience that John Flory, Program Director, and Larry Epkins, Job Coach, have had with this model of job development and training.

Business lists from The Minnesota Directory of Manufacturers and the Metro-County Welfare Reform Business Survey Report were used to locate appropriate businesses. One hundred sixty-one businesses were contacted and briefly surveyed to identify their compatibility with the program and to gauge their interest in learning more. Finally, a list of twenty-three interested firms was passed on to John Flory for follow up.

Whittier Works

Whittier Works is a job-coaching program that matches employers seeking entry-level workers with people looking for work in Minneapolis. Created in 1995, the program currently employs two job coaches, who screen prospective employees, provide "soft-skills" training, place employees, and then follow up to make sure participants are able to stay on the job.

Participants primarily hear about the program through word of mouth. They meet with one of the program's job coaches, who introduce them to the program. During this meeting, the job coaches also try to get to know the prospective employee and understand what barriers they may have to successful employment. Applicants who pass this initial assessment are invited to participate in the program's training. Whittier Works is in the process of expanding its training. The soft skill training which had previously taken place on three Saturdays for two hours each, will now be a five day, 15 hour course. This mandatory soft skills training helps form a peer support group, allows the coaches to get to know the participants better, and works to weed out those who are not serious about participating in the program.

After they have completed the training program, participants are placed in jobs on a temporary basis. During an initial ninety day probation period participants are technically employees of the City of Minneapolis. During this period the job coach stays in close contact (sometimes contacting the employee two to three times per week) with both the employee and the employer. Participants are also expected to call their job coach once per week to check in. After the probationary period is over, the employee and the employer decide if the job is right for the employee. If so, the employer may hire the participant as a permanent employee. The job coach stays in contact with the employee and the employer for up to one year. After the first year is over, the job coach is still available for support but does not initiate contact unless asked to do so

by the employer or the employee.

This system has allowed Whittier Works to maintain a one-year retention rate of thirty percent - vastly improving the retention rate of some of the businesses with which it works.

Purpose

This research project was initiated in an effort to identify potential, new business partners for Whittier Works. In its three years of operation, Whittier Works has learned much about the essential elements that lead to a successful project. One of these elements is locating appropriate business partners with which to work. Whittier Works decided to expand its scope of operations and, in order to do so, needed to locate a number of companies that were interested in its job coaching program and to ascertain whether these firms would be good matches for the program. This research project set out to contact as many firms as possible and to use a short survey to identify which of these firms might be potential business partners.

Criteria for Selecting Businesses

After three years of experience working with this job-coaching model, Flory and Epkins were able to identify seven criteria for successful business partners. These criteria were used to narrow down the list of businesses that were contacted and then were further used to select appropriate businesses from the list of those interested in the program.

These criteria include:

- **50 or more employees**

Whittier Works establishes long term relationships with companies. It was discovered that these relationships are easier to establish and maintain when the number of new hires is high. Working with larger firms also allows Whittier Works staff to place a large number of people in relatively few sites, reducing administration and staff time needed to follow up with participants. A goal of working with companies who hire 50 or more employees per year was established. With this in mind, this research began looking for companies with 100 or more employees. Because there are relatively few firms of this size, businesses with 50 or more employees were eventually selected to be included in the survey.

- **entry level positions**

Most of the participants in the Whittier Works program are eligible for entry-level positions. For this reason, firms with entry job openings were sought.

- **living wage (over \$8.11 per hour)**

Whittier Works seeks to place people in good, living wage jobs. A wage level of \$8.11 or more per hour was established as a minimum for a "living wage."

- **benefits within the 1st year**

Again, in an effort to place participants in good jobs, Whittier Works stipulates

that benefits be available to employees within a year of their start date.

- **problems retaining workers**

Firms that have had problems retaining their entry level workers generally have the large number of openings that Whittier Works needs. Also, these firms are often more interested in participating in the program.

- **located in South Minneapolis**

Because many of the participants in the program are from the Whittier neighborhood and rely on public transportation, business partners close to the Whittier neighborhood were sought. The number of large manufacturing firms in south Minneapolis is limited, however, so the search was expanded to include the entire City of Minneapolis.

- **metal fabricating / printing / other manufacturing firms**

Firms in the metal finishing and fabricating industries were selected as the first group to contact. They were selected because Whittier Works has had the most experience working with this sector and because these businesses tend to have many entry level positions with good wages. Printing was selected as the next industry to research due primarily to the large number of printing firms in Minneapolis. Finally, all other manufacturing firms were included as the third tier of companies to be contacted.

Initial Research

Early in the project Research Assistant Leslie Hale utilized several sources to learn which industries and firms had job openings. She searched the Minnesota Department of Economic Security Website (www.des.state.mn.us/general/career.htm) and the Star Tribune Classified section to find which industries, and specifically which firms, were currently hiring.

Leslie also searched through the *Minnesota Real Estate Journal*, which lists real estate transactions in the state. Through the Journal, Leslie was able to identify firms that had just purchased property in Minneapolis and would likely be expanding their operations.

These findings gave detailed information about who was hiring entry level workers at what wage levels and which companies might be relocating or expanding operations in the near future. This research, however, failed to identify a number of companies that met the criteria for partnering with Whittier Works. The only way to identify the manufacturing firms in Minneapolis that met these criteria was to utilize a large list of firms and to collect information from as many as possible.

In the next stage of the research, a questionnaire was drawn up, lists of manufacturers in Minneapolis were identified, and one hundred sixty-one businesses were interviewed.

Surveying Firms

Questionnaire

An informal questionnaire was created to interview firms over the phone. The interviews began by briefly describing Whittier Works, if the business representative was interested in learning more, a series of questions were used to determine if the business fit the criteria described above. (Please see Appendix 1 for a complete copy of the questionnaire.)

The questions addressed the numbers and types of openings that companies experienced in a typical year. Starting wages, benefits, and qualifications necessary for the openings were also explored. Finally, the questionnaire sought to find out how these firms have filled their open positions in the past, whether through word-of-mouth, newspaper advertisements, temporary agencies, etc.

Selecting Firms to Survey

A number of methods were used to select the firms that would be included in the survey. As mentioned earlier, firms located in South Minneapolis were the highest priority, but firms located within the Minneapolis city limits were considered.

Three different lists of firms were utilized in the survey process; they included a list of firms published in The Minnesota Directory of Manufacturers, a database from the Metro-County Welfare Reform Business Survey Report, and a list of manufacturing companies in Minneapolis from the Minneapolis Community Development Agency (MCDA).

The Minnesota Directory of Manufacturers published by K & G Publishing

This publication lists manufacturing firms by city, including 1,942 companies in the city of Minneapolis, 401 of which employ 50 or more people. This list provides company name, address, phone and fax numbers, names of key staff, number of employees (given in ranges: 1-10, 10-49, 50-99, 100-249, 250-499, 500-999, 1,000 and up), sales figures, and four digit SIC code(s).

This was the most comprehensive list utilized to survey firms. It is quite large, but searching for firms with 50 or more employees and selecting out industry groups made it easy to pick out a manageable number to survey.

The Minnesota Directory of Manufacturers is available at the downtown branch of the Minneapolis Public Library.

Metro-County Welfare Reform Business Survey Report

A second source of firm names was the Metro-County Welfare Reform Business Survey Report for the Minnesota Job Training Partnership Association. For this report, Community Resource Partnerships, Inc. sent surveys to 11,368 firms in the seven county Twin City metropolitan area in the spring and summer of 1997. Two thousand two hundred forty-three businesses (19.5 percent) responded to the survey. While the final report includes only general statistics, Community Resource Partnerships, Inc. assembled a database that lists all of the respondents. This database is

quite extensive. It lists firm name, address, contact name, phone number, six digit SIC code, the firm's willingness to be contacted by job training organizations, job title and pay for up to four job openings, benefits available, etc.

While this database provides much more information than The Minnesota Directory of Manufacturers, it was not a better resource. Much of the information listed on the database, such as job openings, quickly became outdated. The database also proved more difficult to use than a simple list. Because of its size it was broken into several tables, with only identification numbers for each firm linking the pieces of information together. Firm name, contact name, and phone number were located on one table, while address was on a second table, and industry sector on a third, etc.

From this database I was able to identify fifty-nine firms which were located in Minneapolis and worked in the metal industry. The vast majority of these firms were also listed in The Minnesota Directory of Manufacturers and were easier to access there.

MCDA List of Minneapolis Manufacturing Companies

The final resource utilized by this research project was a list of manufacturing firms in Minneapolis compiled by the MCDA. This list contains information on seventy-five businesses, including contact name, firm name, address, zip code, phone number, six digit SIC code, description of the business, fax number, and number of employees. While certainly easy to use and convenient, it was not as comprehensive as The Minnesota Directory of Manufacturers. However, this list did provide one or two new leads that were not listed elsewhere.

The best resource for firm information was The Minnesota Directory of Manufacturers. It listed the most firms and was easy to use.

Findings

While the primary purpose of this project was to identify businesses who would make good partners for Whittier Works, it is interesting to note what percentage of firms fit the criteria and were interested in the program as well as the typical reasons that firms were not interested in the program. The next two sections present the results of the survey and the reasons for a lack of interest.

Survey Results

Table 1

	Metal Finishing Firms		Printing Firms		General Manufacturing Firms		Total	
	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total	Number	Percent of Total
Firms Not Interested	68	76%	37	77%	33	51%	138	68%
Firms Interested	14	16%	3	6%	6	9%	23	11%
Firms Not Reached	7	8%	8	17%	26*	40%	41	20%
Total Firms Selected	89	100%	48	100%	65	100%	202	100%

*Time constraints prevented thorough follow-up with businesses in this category. Businesses not reached after two attempts were counted as unreachable.

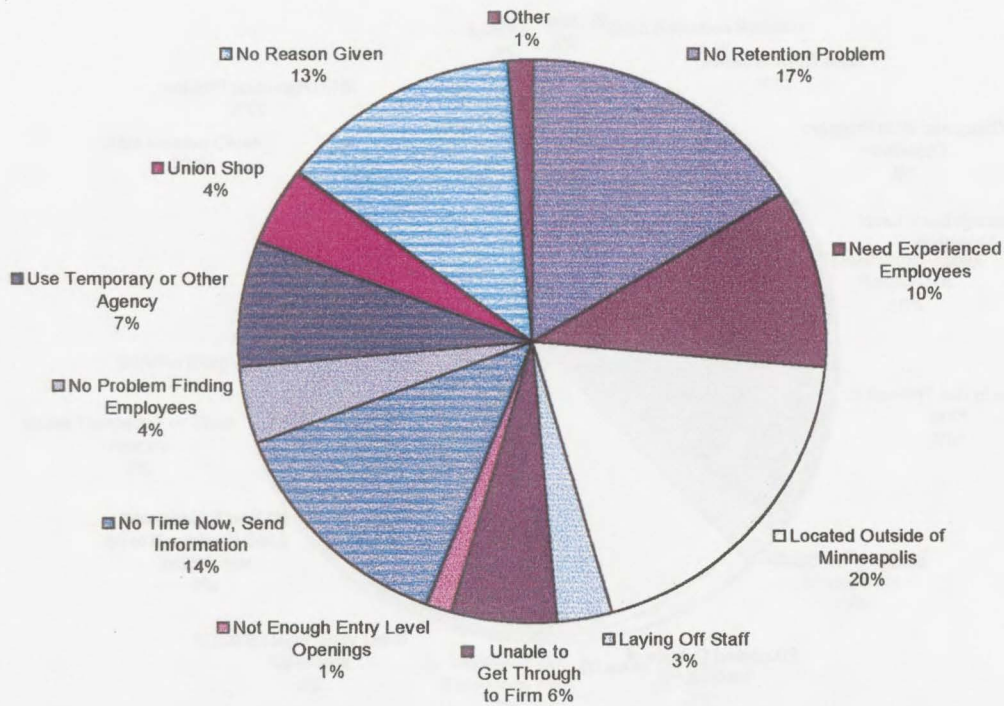
Metal finishing businesses were more likely to be interested in the program (16 percent) than printing businesses (6 percent) or general manufacturing businesses (9 percent). This was due, in part, to the need among printing firms for more experienced and highly trained employees (this can be seen in Chart 2, which appears in the next section). Remarkably, metal finishing and printing firms were just as likely to be uninterested in the program (76 percent for metal finishing and 77 percent for printing). A smaller percentage of general manufacturing firms were uninterested (51 percent). This may be due to the large number of firms that were not reached. The reasons for this lack of interest are explored further in the next section.

Reasons for a Lack of Interest

Sixty-eight percent of all the businesses contacted stated that they were not interested in partnering with Whittier Works. A variety of reasons were given for their lack of interest, including: no problem with retention, a need for experienced employees, located outside of Minneapolis, lack of time to talk about the program, and the use of a temporary or other employment agency.

Chart 1

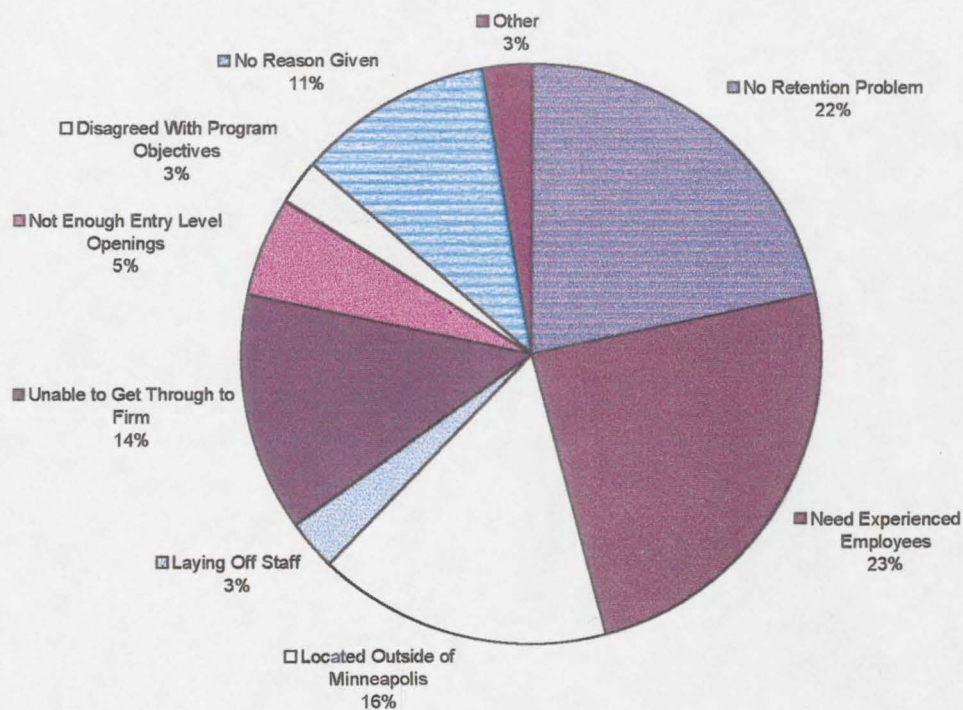
Reasons For Lack of Interest in Whittier Works - Metal Finishing Firms



For metal finishing firms the three biggest reasons for a lack of interest were their location outside of Minneapolis (despite having a Minneapolis address) (19 percent), no problem retaining employees (16 percent), and no time to talk about the program (13 percent).

Chart 2

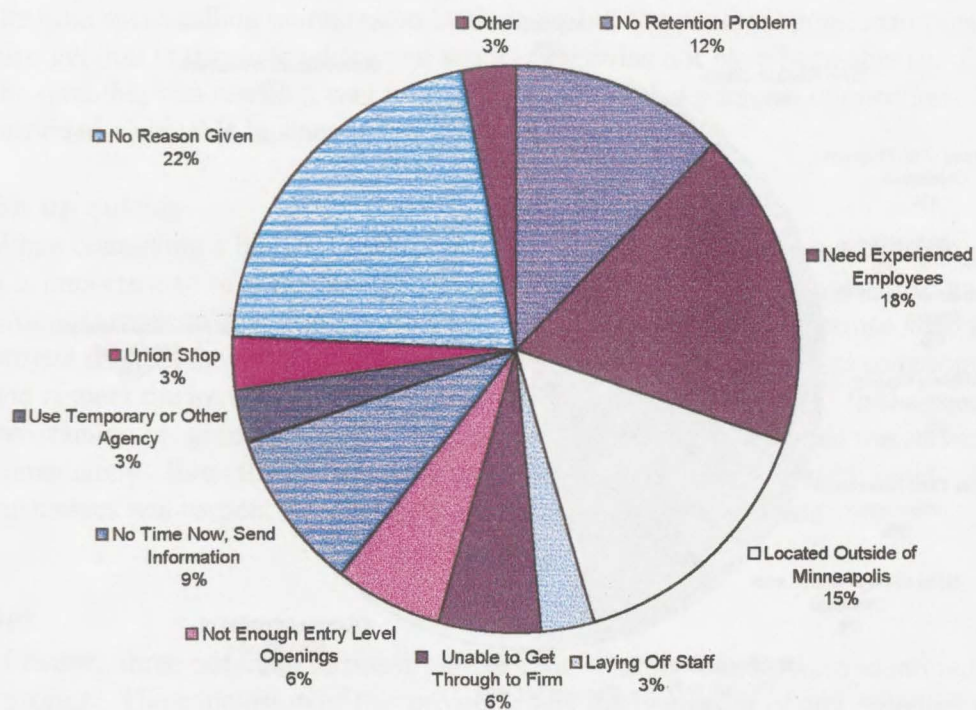
Reasons For Lack of Interest in Whittier Works - Printing Firms



For printing firms the most significant reasons were their need for experienced employees (24 percent), lack of a retention problem (22 percent), and location outside of Minneapolis (16 percent).

Chart 3

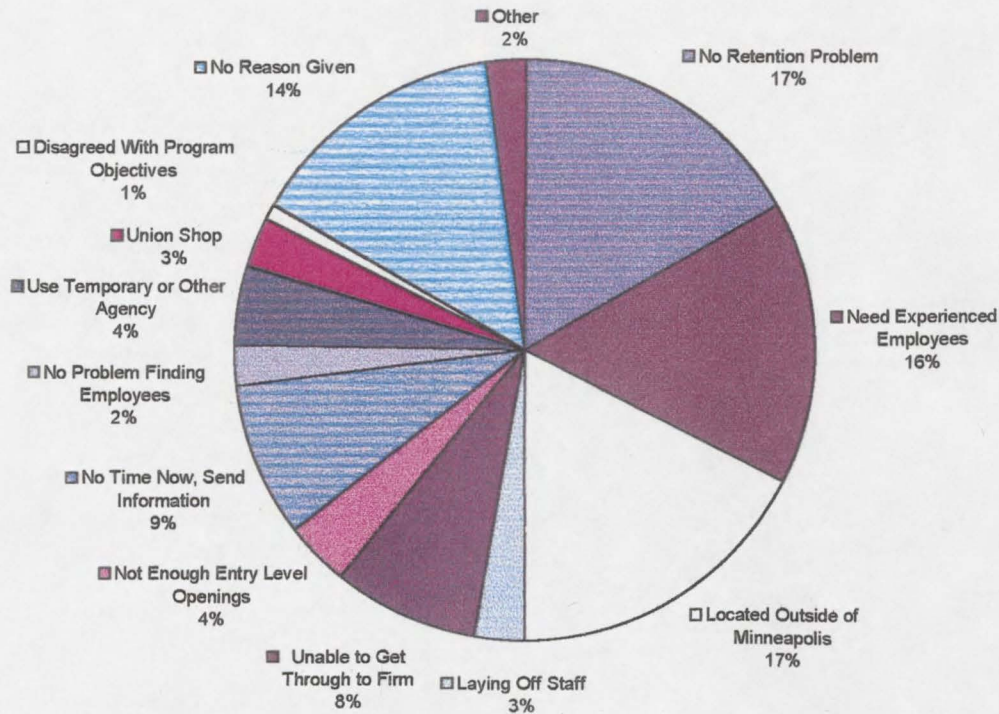
Reasons for Lack of Interest in Whittier Works - General Manufacturing Firms



For the general manufacturing firms the most prominent reasons were their need for experienced employees (18 percent), location outside of Minneapolis (15 percent), and lack of a retention problem (12 percent).

Chart 4

Reasons for Lack of Interest in Whittier Works - All Firms



These results show that, despite the tight labor market, sixteen percent of all firms surveyed are not experiencing retention problems. The numbers also indicate that location outside of Whittier Work's service area was a significant reason for businesses to be uninterested. Both of these factors reveal that these firms would have been poor candidates for the program.

Business Survey Tips

From our experience with this research project, I have formulated a few tips for surveying businesses. While this research project concerned a job placement and support project, these tips apply to any business survey.

- **Identify the types of businesses you are looking for**

Before searching for businesses to survey, it is vitally important that the researcher have a firm idea of the types of businesses that he or she is searching for. It is best to identify a short list of criteria for selecting firms to participate in the survey or program being undertaken. These criteria help to quickly identify the businesses that should be targeted for the survey.

- **Explore personal contacts before launching a wide-spread phone survey**

Often the best way to locate businesses that might be interested in your project is to ask businesses, community leaders, and others if they know of any businesses that fit your needs. Being personally referred to a business not only cuts down on the time spent calling uninterested businesses, but the personal connection may also get you in the door where you would otherwise not have been able to. During the time that this research was taking place, just such a personal connection provided a valuable business partner for Whittier Works.

- **Follow up quickly**

When contacting a business for a general survey or concerning a specific program it is important to respond quickly to any requests from the businesses or to any promises made in the initial contact. Not only does this quick response keep the project fresh in the minds of those contacted, but it is also important to recognize and respect the immediacy of the needs that many businesses face. In the case of a job-training program, employers who express an interest often need the services immediately. Even though a longer-term relationship may be sought, most businesses will respect and admire a quick response to their needs.

Next Steps

A total of twenty-three potential business partners for Whittier Works were identified in this research project. The conclusion of this project is just the beginning of any potential relationships that may evolve from this work. The next step in forming relationships with these firms will be a letter sent to the potential partners. This letter will include an information packet about Whittier Works and ask those interested in the project to call the office. A follow up call will be made after the information has been sent to verify the firm's interest in participating in the program.

Those businesses that decide to pursue a partnership with Whittier Works will set up an appointment to meet with Flory and Epkins. This meeting will allow businesses to learn more and ask any remaining questions they might have. It will also allow Whittier Works staff to learn more about the business to ensure that it will be a good match for the program. From this selective process it is hoped that one or two new partners for Whittier Works can be found.

Appendix A

Survey Questions

Hello, my name is Jonathan Sage-Martinson.

I work for a nonprofit employment partnership program called Whittier Works. I was wondering if you had a few minutes for me to tell you what we do and to answer a couple of questions about your current openings?

Is there a better time that I could call you?

Whittier Works is a job coaching program that links employers in the metal industry who have challenges retaining entry level workers with people looking for work in Minneapolis.

We screen prospective employees and provide a job coach who serves as an intermediary between the company and the employee to address some of the barriers to steady employment.

At the moment, I am looking for background information on companies that might be interested in a partnership in the next year, and wonder, first of all, if this sounds like a program that may be useful to your company?

I have a few background questions about the positions at your company:

1. Do you have any entry level positions open at the moment?
2. Do you anticipate any in the next 3 months?
3. Typically, how many employees do you hire in a year?
4. Are these positions full or part-time?
5. What are the qualifications for these positions?
6. Have you had trouble filling entry-level positions or retaining entry-level employees?
7. What process do you normally use to hire employees?
8. What is your average starting pay for these entry-level positions?
9. Do these positions include benefits?

Do you know of any other companies that may be interested in employment partnerships?

Would you be interested in talking to our program director to learn more about Whittier Works?

Appendix B: List of Metal Finishing Firms Contacted, but Not Interested

Company	Address	Contact	Phone #	SIC Code Industry	Employees
Advance Tool Inc	1590 99th Ln NE		780-1213	3544 custom diecast molds	50-99
American Iron & Supply Co	2800 Pacific St N	Jamie	529-9221	3341 ferrous & nonferrous scrap processing	50-99
Anderson Automatics Inc	6401 Welcome Av N	Pam Anderson	533-2206	3451 screw machine products	50-99
Applied Coating Technology Inc	3225 Columbia Av NE	Tony Wrobel	454-7777	3471 electro deposition (3398, 3479)	100-249
Avtac Finishing Systems Inc	9101 Science Cntr Dr	Jery Workman	533-4822	3471 metal finishing	50-99
Banner Creations	1433 E Franklin Av	Katy Damay	871-1015	2759 screen printing (2399)	18172
Cass Screw Machine Products	4748 France Av N	Steve Wise	535-0501	3451 screw machine products	50-99
Cedarbrook Engineering Corp	8290 Main St NE		784-9190	3369 metal die casting (3363)	50-99
Consolidated Container Corp	735 N 3rd St	Pam McCormick	338-0753	3412 steel drums (3089)	100-249
Cylinder City Inc	PO Box 49220	Jan Kern	780-2550	3499 hydraulic cylinders	100-249
Dayton Rogers Mfg Co	2824 13th Av S		871-2471	3469 metal stampings	100-249
Deltak, a unit of Jason Inc	13330 12th Av N	Leah Lazor	544-3371	3443 boilers, waste heat, etc	250-499
Devac Inc	400 2nd Av S, Ste 600		478-2300	3442 metal doors, sash, mold trim	100-249
Di-Hed Yokes Mfg Inc	Lakeville		721-3428	336401 die casting metals	70
Eagle Tool & Design Inc	7979 Central Av NE		784-7400	3599 machine parts	50-99
Formac Corporation	4701 Humboldt Av N		521-5151	3599 precision machining	50-99
GE Co	2025 49th Av N	Tom Gustavson	529-9502	3599 industrial machinery	50-99
General Sheet Metal Corp	2330 Louisiana Av N	Cheryl Fisher	544-8747	3444 sheet metal contracting (3443)	100-249
Harmony Engineering Corp	460 Hoover St NE	Marilyn	623-0510	3599 precision machining (3444, 3699)	100-249
Hiawatha Inc	4450 W 78th St Clr	Ted Tigie	835-4944	3429 kick plates	50-99
Ivan Russell	4601 Hwy 7	Ivan Russell	444-4775	Independent safety & workforce consultant	
Jonco Die Co Inc	400 Stinson Blvd	new HR man.	331-8774	3544 steel rule cutting dies	60
Klesk Metal Stamping	1124 Stinson Blvd	Dick Klesk	331-8792	3469 metal stampings (3541)	50-99
Leaf Industries Inc	13310 Industrial Prk Blvd	Dave Martenson	559-4470	3444 sheet metal fabrication	100-249
Lee Stamping Inc	1750 W 96th St	Martha Richardson	888-8831	3469 metal stamping & assemblies	50-99
LeJeune Steel Co	118 E 60th St	Kori Morotchak	861-3321	3312 structural steel for buildings	100-249
Lowell Inc	9425 83rd Av N	Rick Cullen	425-3355	3599 fabricated metal products	50-99
Mack Engineering Corp	2626 31st Av S	Jacki Salisbury	721-2471	3451 screw machining (3599)	18172
ME International	3901 University Av NE	Ray Neeman	788-1651	3325 Steel Castings	250-499
Mereen-Johnson Mach Co	4401 Lyndale Av N	Ron Kittleson	529-7791	3554 wood & plastic cut mach & metal cut	100-249
Metal-Matic	629 2nd St SE	Ann Traynor	378-0411	3317 Steel Tubing	250-499
Minnesota Bearing Co	1104 Glenwood Av	Billy Jo	374-2100	3535 conveyor fabricator (3714)	50-99
Minnesota Metal Finishing Inc	909 Winter St NE		623-0084	3471 metal finishing	50-99
Moorhead Machinery & Boiler Co	3477 University Av NE		789-3541	3443 fabricated plate work (3433, 3559, 3999)	100-249
MSI Engineering Inc	780 86th Av NW	Jim Weidenbach	784-9317	3993 machining parts & signs (3541)	10-49
Northland Aluminum	5005 Hwy 7	Diane Zeller	920-2888	3365 cookware & bakeware	250-499

Appendix B: List of Metal Finishing Firms Contacted, but Not Interested

Openings	Anticipated Openings	Pay	Benefits	Qualifications	Comments
					located in Blaine
no	less than 1 per year	\$8.43	yes	forklift exp	no retention problems, union shop
no	3-4 per year				no problem finding entry-level employees
no	no				have been reducing workforce
no	possibly in summer				call back in summer
no		\$7			not interested now, send info
no					not interested
					no longer in business
					not interested
no	few entry level				have mostly skilled machinists
					cannot get through to firm
	few entry level				no entry level manufacturing positions
					phone number disconnected
					no longer in Minneapolis
					not interested
					phone number disconnected
no	none				not interested
					not interested, hire only thru union
no	1-2 per year			skilled machinists	gave Whittier CDC ph #, may be interested in future
					not interested now, send info, call back in a month
no	0-5 per year	only works with Professional Instrument Co (see previous list), just hired 5, little turnover, send info.			
no	10 per year	\$8-8.50	yes		no retention probl, may be interested, new HR man. starts 4/6
no	maybe next month				not interested now, call next month
1 assembly	2 per month	varies			not interested, hires strictly from newspaper
no					not interested, use temp service or newspaper
no					no time, maybe interested in future, send info
no	no entry level			CNC machinists	no entry level, need exp. CNC machinists
5 temp positions					use a temp agency - cheaper, easier, works out better
no	none				headquarters location, no manufacturing
no	4-5 per year		yes		no retention problems, mostly looking for skilled employees
taking apps	< 10 per year	\$10.78	yes	physical, drug test	send info, not having problems getting employees
					no entry level positions, mainly a distributor
					they lease their employees through RJ Associates
					not interested, factory employees are union
no	just hired 5				not interested, small shop
3	not many	\$8	yes	lift 50 lbs., stand	use temp day labor to handle fluctuation in production

Appendix B: List of Metal Finishing Firms Contacted, but Not Interested

Company	Address	Contact	Phone #	SIC Code	Industry	Employees
North Star Finishing Inc	3963 Quebec Av N	Virginia Norby	544-8806	347105		
NW Automatic Products Inc	501 Royalston Av	Layne Forester	339-7521	3451	precision machining job shop	100-249
Northwest Swiss-Matic Inc	7600 32nd Av N	Terry Halbrach	544-4222	3451	automatic screw machine work (3599)	100-249
NTM Inc	140 Liberty St NE	Phil Graber	780-1420	3599	CNC machining & tool grinding (3999)	50-99
Pacesetter Corp	1110 New Brighton Blvd		331-9303	3442	home improvement products	100-249
Padco Inc	2220 Elm St SE	Mr. Mecca	378-7270	3423	tools (3991)	100-249
Parker Hannifin Corp	8145 Lewis Rd	Kay Malinkovich	544-7781	3492	pneumatic quick connect couplings	500-1000
Permac Industries	222 W 82nd St	Darlene Miller	888-9538	349903	machining-turning	
Production Engineering Corp	3515 Marshall St NE	Clint Emmert	788-9123	3444	sheet metal parts (3599, 3443)	80
Professional Instrument Co	4601 Hwy 7	Berry	927-4494	3544	tools (3568, 3599, 3545)	50-99
Progressive Systems Inc	416 35th Av NE	Tom Heilman	788-8081	3541	machine tools, metal cutting types	50-99
Rao Manufacturing Co	200 Mississippi St NE	John	566-9080	3469	fabricated metal	50-99
Riteway Precision Machine Inc	Bethel, MN	Ken Fabbre	434-5900	3599	grinding, capping, honing	50-99
Safetran Systems Corp	4650 Main St NE	Jerry Falkson	572-1400	3448	signal equip cases & houses (3651, 3743)	500-1000
Seven Sigma	2843 26th Av S	Patty Janssen	722-5358	3544	tools, dies, jigs, fixtures, molds	50-99
SIFCO Custom Machining Co	2430 Winnetka Av N		544-3511	3599	job machine shop (3724, 3769)	50-99
Special Parts Inc	2800 Anthony Ln S	Joe Brenny	789-4346	3599	quality controlled precision mach	50-99
Stremel Manufacturing	260 Plymouth Av N	Al Lineberry	339-8261	3444	metal fabrication (3721)	80
Strite Anderson Die Casting	7585 Hwy 65		572-1500	3363	aluminum die casting	100-249
Stylmark Inc	PO Box 32008		574-7474	3429	showcase components & decor trim	100-249
Taber Bushnell Inc	7709 Winpark Dr		546-0994	3469	metal stampings (3599)	100-249
TCR Corp	PO Box 29068		560-2200	3499	metal component parts	100-249
Thomas Engineering Co Inc	7024 Northland Dr N		533-1501	3469	long run metal stampings	100-249
Tool Products	5100 Boone Av N	Pat or Joe	536-5500	3363	aluminum die castings	250-499
Viking Materials	3225 Como Av SE	Bob Brown	623-8060	3312	steel	100-249
Vincent Metal	PO Box 360		discnnctd	3499	nonferrous metals & stainless steel	500-1000
Wanner Engineering Inc	1204 Chestnut Av	Brad Darsow	332-5681	345101	manufacture pumps	
Ware Manufacturing Co	4300 Quebec Av N		533-1551	3469	short & long run metal stampings (3496, 3535)	100-249
Warner Manufacturing Co	13435 Industrial Prk Blvd		559-4740	3423	putty knives & scrapers	100-249
Whirl Air Flow Corp	1515 Central Av NE	Jane	782-2200	3312	blast furnaces & steel mills (3535, 3599)	100-249
Wrico Stamping Co	2727 Niagara Ln N		559-2288	3469	metal stamping (3599, 3356)	100-249
Zero-Max	13200 6th Av N	Lisa Hajjar	546-4300	506302	variable speed drives	
bold = companies that are not interested at the moment, but would like more information or contact at a later date						
total companies = 68						

Appendix B: List of Metal Finishing Firms Contacted, but Not Interested

Openings	Anticipated Openings	Pay	Benefits	Qualifications	Comments
1	varies, not many			physically demanding	no retention problems, might expand, send info (fax 544-1727)
not many	average turnover				not interested
					not interested, not much turnover
					not interested
no					not interested
no		\$8.50			slow right now, call back in a couple of months
					not interested, union shop, long retention
no	2 per year				very few entry level positions, need skilled employees
no	2 per year	\$8-9	yes	mech background	not interested, no retention problems
yes	5-10 per year	?		mech aptitude	hire thru indep. contractor, Ivan Russell 444-4775
					not interested
no					not interested, doing fine
					no longer in Minneapolis
					not interested, union shop, must decide within 45 days
no	2-3 per year				only skilled positions, talked to J. Flory before, work with PCDC
no	very few				not interested, extremely low turnover
					interested, but too busy now, are moving, call after June 1st
no	4-5 per year				interested, retention not probl, not appropriate now, send info
					located in Fridley
					located in Fridley
					located in New Hope
					located in Brooklyn Center
					located in Crystal
					located in Crystal
just filled 6 (Oct.)		\$11			not interested, hire through referrals
					located in Coon Rapids
no	2 per year				no retention problems
					located in New Hope
					located in the 494/694 area
no	none	\$9			not interested, experiencing layoffs (Oct.)
					located in the 494/694 area
					no time to talk, might be interested, send info

Appendix C: List of Interested Metal Finishing Firms

<i>Company</i>	Assurance Manufacturing Inc
<i>Address</i>	9010 Evergreen Blvd NW
<i>Contact</i>	Boyd Bowman
<i>Phone</i>	780-4252
<i>SIC Code/Industry</i>	3544 jigs, tool, die 3469 stampings 3599 general machinist 3499 sheet metal
<i>Employees</i>	100-249
<i>Openings</i>	some entry level, most require previous (6 months) metal fabricating experience, openings are 2nd shift
<i>Anticipated Openings</i>	not anticipating many more openings
<i>Pay</i>	\$8
<i>Benefits</i>	after 4 months
<i>Qualifications</i>	reading, basic math, measuring gauges, good dexterity, lift up to 50 lbs.
<i>Hiring Procedure</i>	
<i>Comments</i>	no public transportation, 10 hour days, physically demanding work

<i>Company</i>	Boker's Inc
<i>Address</i>	3104 Snelling Av
<i>Contact</i>	Berry Tedlund
<i>Phone</i>	729-9365
<i>SIC Code/Industry</i>	3452 special & odd size washers spacers 3469 precision metal stampings 3499 precision metal assemblies 3599 chassis weldments
<i>Employees</i>	100-249
<i>Openings</i>	a few janitorial, sheer room positions, & clerical
<i>Anticipated Openings</i>	hire 8-10 people per year, minimal growth, most as a result of turnover
<i>Pay</i>	\$9
<i>Benefits</i>	after 60 days
<i>Qualifications</i>	
<i>Hiring Procedure</i>	word of mouth (notice on door of company) & temp service
<i>Comments</i>	someone in company spoke with Larry previously, they are interested, but had the impression that businesses have little choice about hiring prospective employees when their 60 day probationary period ends, they want to make sure they have a choice at the end of the probation period

Appendix C: List of Interested Metal Finishing Firms

<i>Company</i>	Bystrom Brothers Inc
<i>Address</i>	2200 Snelling Av
<i>Contact</i>	Bob Freund
<i>Phone</i>	721-7511
<i>SIC Code/Industry</i>	3451 screw machine products
<i>Employees</i>	100-249
<i>Openings</i>	no
<i>Anticipated Openings</i>	used to hire 5-10 per year, now hire 20-25 per year
<i>Pay</i>	\$8-10.50
<i>Benefits</i>	health, life, & retirement benefits
<i>Qualifications</i>	
<i>Hiring Procedure</i>	hire through word of mouth and newspaper advertisements
<i>Comments</i>	having a difficult time keeping employees, even veterans; will talk with 5 other foreman who also do hiring; may like to learn more
<hr/>	
<i>Company</i>	FMS Corporation
<i>Address</i>	8635 Harriet Av
<i>Contact</i>	Joleen Stadskev
<i>Phone</i>	888-7976
<i>SIC Code/Industry</i>	3469 neon sign supplies 3599 powder metal parts
<i>Employees</i>	65
<i>Openings</i>	no
<i>Anticipated Openings</i>	hire 10-20 people per year
<i>Pay</i>	\$8-8.50
<i>Benefits</i>	cost extra
<i>Qualifications</i>	
<i>Hiring Procedure</i>	advertise through newspaper or word of mouth
<i>Comments</i>	very interested
<hr/>	
<i>Company</i>	Globe Tool & Manufacturing Co Inc
<i>Address</i>	730 24th Av SE
<i>Contact</i>	Tim Napp
<i>Phone</i>	331-6750
<i>SIC Code/Industry</i>	3469 metal stampings, deep drawing specialists 3545 tooling facilities
<i>Employees</i>	100-249
<i>Openings</i>	no
<i>Anticipated Openings</i>	hire 5 -6 people per year
<i>Pay</i>	varies
<i>Benefits</i>	yes
<i>Qualifications</i>	
<i>Hiring Procedure</i>	
<i>Comments</i>	mostly need experienced people, may be interested, I gave them the phone # for Whittier CDC, they bought new space in September

Appendix C: List of Interested Metal Finishing Firms

<i>Company</i>	Hauenstein & Burmeister Inc
<i>Address</i>	2629 30th Av S
<i>Contact</i>	Dave Forpahl or Roy Sund - hire for the shop (I talked to Bev)
<i>Phone</i>	721-5031
<i>SIC Code/Industry</i>	3534 elevator cabs & entrances 3999 interior design for offices 3442 hollow metal doors & frames
<i>Employees</i>	100-249, 55 work in the shop
<i>Openings</i>	no, mostly looking for experienced employees
<i>Anticipated Openings</i>	varies: lots last year, none since August
<i>Pay</i>	\$9, can increase quickly
<i>Benefits</i>	yes
<i>Qualifications</i>	reading rules, some math skills, lifting
<i>Hiring Procedure</i>	advertise in newspaper, Joblink, word of mouth
<i>Comments</i>	interested in hiring more minority employees, interested in forming a relationship / expanding hiring options

<i>Company</i>	Kaufman Sheet Metal & Roofing
<i>Address</i>	2531 Minnehaha Av
<i>Contact</i>	Robert Kaufman
<i>Phone</i>	722-0965
<i>SIC Code/Industry</i>	176109 sheet metal
<i>Employees</i>	
<i>Openings</i>	4 in the next several weeks
<i>Anticipated Openings</i>	9 per year
<i>Pay</i>	\$8.50-9.00
<i>Benefits</i>	yes, after 3 months health, dental, & life insurance, firm pays 50% of costs
<i>Qualifications</i>	none
<i>Hiring Procedure</i>	use advertisements in the paper, word of mouth, & unemployment office
<i>Comments</i>	interested, do not have a retention problem

<i>Company</i>	Medicine Lake Lines
<i>Address</i>	Saint Paul, Golden Valley
<i>Contact</i>	Mike Sebersen, G.M.
<i>Phone</i>	545-9417
<i>SIC Code/Industry</i>	busing/transportation
<i>Employees</i>	
<i>Openings</i>	25 current (Oct.)
<i>Anticipated Openings</i>	yes, in the next three months
<i>Pay</i>	\$9.30
<i>Benefits</i>	yes, including paid training
<i>Qualifications</i>	clean driving & criminal record, like to work with kids, 4 written tests
<i>Hiring Procedure</i>	
<i>Comments</i>	have retention problems, written tests intimidate prospective employees

Appendix C: List of Interested Metal Finishing Firms

<i>Company</i>	Minncast Inc
<i>Address</i>	200 Commerce Cir S
<i>Contact</i>	Pete Schlener, Vice President
<i>Phone</i>	571-2747
<i>SIC Code/Industry</i>	3325 steel castings
<i>Employees</i>	63
<i>Openings</i>	always need 1 or 2 employees
<i>Anticipated Openings</i>	normally hire 20 people per year
<i>Pay</i>	\$6.50 + bonus (right now bonus is 55% of wage - comes to \$10.20 per hour total), no benefits; after 1 year may hire on permanently, then benefits & profit sharing (an amount equal to 15% of total yearly wages go into a company fund for each employee)
<i>Benefits</i>	see above
<i>Qualifications</i>	
<i>Hiring Procedure</i>	temp agency
<i>Comments</i>	have been using a temp agency, have Spanish-speaking interpreters available, they do on the job training, work 2 shifts (6-2:30, 1:30-10)
<i>Company</i>	Oildyne - A unit of Commercial Intertech
<i>Address</i>	4301 Quebec Av N
<i>Contact</i>	Susan Smith
<i>Phone</i>	533-1600
<i>SIC Code/Industry</i>	3561 hydraulic pumps, hydraulic power units 3494 hydraulic pressure switches 3599 hydraulic cylinders
<i>Employees</i>	100-249
<i>Openings</i>	none now
<i>Anticipated Openings</i>	hire 10-15 people per year, will be adding 8 new positions in April 1999
<i>Pay</i>	\$8.75
<i>Benefits</i>	yes
<i>Qualifications</i>	can assemble parts and work in oil
<i>Hiring Procedure</i>	
<i>Comments</i>	50-60% of positions are entry level (assemblers), offer on the job training, expanding in April of 1999

Appendix C: List of Interested Metal Finishing Firms

<i>Company</i>	Pioneer Metal Finishing
<i>Address</i>	1717 W River Rd N
<i>Contact</i>	Dan Lunney
<i>Phone</i>	588-0855
<i>SIC Code/Industry</i>	3471 anodizing & hardcoating of aluminum
<i>Employees</i>	100-249
<i>Openings</i>	2-3 per shift
<i>Anticipated Openings</i>	hire 100 people per year
<i>Pay</i>	\$7 - 1st shift, \$7.50 - 2nd & 3rd shifts, increases by \$0.50 after 60 days
<i>Benefits</i>	yes, after 60 days
<i>Qualifications</i>	pre-employment test, physical, drug test
<i>Hiring Procedure</i>	advertise in newspaper, walk ins, and employee referrals
<i>Comments</i>	very interested

<i>Company</i>	Prospect Foundry
<i>Address</i>	1225 Winter St NE
<i>Contact</i>	Char Ellison
<i>Phone</i>	331-9282
<i>SIC Code/Industry</i>	3321 gray ductile iron castings
<i>Employees</i>	100-249
<i>Openings</i>	7-8 grinders & machine operators
<i>Anticipated Openings</i>	hire 40-50 people per year, just added 20 positions
<i>Pay</i>	\$10.74, increases \$0.75 every 6 months, until the full contract rate of \$13.74 (this contract rate will increase by \$0.45 after June 1)
<i>Benefits</i>	yes
<i>Qualifications</i>	High School diploma; literacy; heavy labor; able to lift 50 lbs., stand for 9 hours, work 2nd and 3rd shifts, and work every other Saturday
<i>Hiring Procedure</i>	Joblink, word of mouth, occasionally through newspaper advertisements
<i>Comments</i>	very interested, turnover is high, union shop, employees start on 1st shift to train, then move to 2nd or 3rd shift, close to bus line, but 2nd shift ends too late for MTC service, there is some carpooling available

Appendix C: List of Interested Metal Finishing Firms

<i>Company</i>	Superior Plating
<i>Address</i>	315 1st Av NE
<i>Contact</i>	Mary Beth Yeager, HR Director
<i>Phone</i>	379-2121
<i>SIC Code/Industry</i>	3471 metal finishing all kinds
<i>Employees</i>	100-249
<i>Openings</i>	none now (Leslie called in Oct.)
<i>Anticipated Openings</i>	yes, in the next three months (Oct.)
<i>Pay</i>	\$9.18, increases to \$10.18 after 45 days
<i>Benefits</i>	
<i>Qualifications</i>	
<i>Hiring Procedure</i>	
<i>Comments</i>	want to expand but cannot get city permit, will probably move to suburbs, was slow in the Fall (Oct.) and they were laying off employees

<i>Company</i>	Weather Rite Inc
<i>Address</i>	616 N 5th St
<i>Contact</i>	Ron Pollock, Plant Manager (I spoke with Darryl Wicklund, DP Manager)
<i>Phone</i>	338-1401, ext. 321
<i>SIC Code/Industry</i>	3433 commercial air heaters 3567 industrial make-up air heaters
<i>Employees</i>	100-249
<i>Openings</i>	no, slow time of year (March)
<i>Anticipated Openings</i>	hire 5-10 people per year
<i>Pay</i>	\$10 (for an entry level fork lift position)
<i>Benefits</i>	yes
<i>Qualifications</i>	mechanically inclined (assembly), cautious (fork lift drivers)
<i>Hiring Procedure</i>	usually hire through a temp agency (after 90 days they can hire employee on permanently without a fee)
<i>Comments</i>	they have few retention problems with entry-level positions, but significant retention problems with welders & other skilled positions, are a seasonal

Appendix D: List of Printing Firms Contacted, but Not Interested

Company	Address	Contact	Phone #	SIC Code - Industry
ACI Telemarketing	3100 W Lake St, #300		623-3515	2741 miscellaneous publishing
Ambassador Press Inc	730 Decatur Av N	Bob Stabno	521-0123	2759 commercial lithographer
American Financial Printing Inc	404 Industrial Blvd NE	Kathy Kidd	378-0711	2759 financial printing
American Spirit Graphics Corp	801 9th St SE	Kelly Haehnel	623-3333	2759 commercial printing
Anderberg-Lund Printing Co	6999 Oxford St		920-9720	2759 commercial printing, nec
Berg & Associates Inc	108 Washington Av N		339-2795	2752 printing/sheet fed (2732,2731)
Bolger Publications Creative Printing	3301 Como Av SE		645-6311	2752 directories, catalogs, price pages (2732,2741)
Bruce Printing Inc	315 27th Av SE		331-3373	2759 commercial printing, nec
Carlson & Co, Wallace W.	2230 Edgewood Av S	Stacy	545-1645	2759 commercial printing, nec
Colorhouse Inc	13010 Cty Rd 6		553-0100	2796 color separations in graphic arts
Colour Graphics Corp	NW Bank Dan Schmid		929-0357	2752 lithographic color separations
Cowles Media Co	329 Portland Av		673-7100	2711 newspapers (2721)
CTS Creative Graphics	921 Washington Av S		339-0531	2791 typography (2759, 2752)
General Litho Services Inc	6860 Shingle Creek Pky		566-4234	2759 commercial printing
Gopher State Litho Corp	3232 E 40th St	Romano	724-3600	2759 lithographic printing & typesetting (2789)
Graphics Unlimited Inc	3000 N 2nd St	Bill	588-7571	2759 printing (2791, 2721)
Holden Graphic Services	607 Washington Av N	Hal Holden	339-0241	2761 direct mail business forms
IVI Publishing Inc	7500 Flying Cloud Dr		996-6001	2741 publishing
Japs Olson Company	30 31st Av N		932-9393	2752 commercial printing offset (2759)
John Roberts Company, The	9687 E River Rd	Marnie Barnhart	755-5500	2759 commercial printing
Lakewood Publications Inc	50 S 9th St	Christy	333-0471	2741 publishing
Lerner Publications Co	241 1st Av N	Ruth Giggert	332-3344	2731 children's books
Mc Graw-Hill Healthcare Publications	4530 W 77th St	Jacky Johnson	832-7813	2721 Postgraduate Medicine (2731)
Medical Arts Press (BAP)	8500 Wyoming Av N	Betsy	493-7300	2759 commercial printing
Midwest Editions Inc	1060 33rd Av SE	Joan	378-2620	2789 commercial book binding
Minneapolis Pioneer Paper Box Co	428 Washington Av N	Laurie	323-8308	2759 printing (2675, 3999, 2657)
Mr Print Impact Printing Inc	5330 Cedar Lake Rd S	Steve	559-3395	2759 commercial printing
MSP Communications	220 S 6th St, #500	Laura	339-7571	2721 magazine publishing (2791, 2741)
Nord Photo Engineering Inc	4800 Quebec Av N		971-4400	2759 photographic products (3544, 3827)
Periscope Marketing Communications	921 Washington Av	Gretchen	339-2100	2759 commercial printing (2791)
Pioneer Packaging (formerly Kimm Printing)	428 Washington Av N	Laurie	323-8308	2759 printing (2752, 2761, 2791)
Printing Services	2818 Como Av SE		625-9500	2759 commercial printing
Professional Litho Art Inc	807 13th Av S		338-0400	2752 color separations
Riverside Color Corporation	3000 84th Ln NE	Kathy	784-5808	2791 color separations (2796)
Shapco Printing Inc	524 N 5th St	Rick	375-1150	2759 commercial printing
Type House & Duragraph Inc (Graphics Unlimited)	3030 N 2nd St	Bill	588-7511	2752 litho prep (3555, 3823, 2791)
Webb Printing	1225 N 7th St	Genie Martin	522-3868	2759 commercial printing, nec
total companies = 37				

Appendix D: List of Printing Firms Contacted, but Not Interested

Employees	Openings	Anticipated O	Pay	Benefits	Qualifications	Comments
250-499						failed to reach anyone after four attempts
50-99	no	none			printing experience req.	no retention problem, all employees experienced, union shop
50-99	no	less than 1			mostly hire exp'd employees	no retention problems, hire very few employees
100-249	no	6-8 per year	\$7.50-\$9	yes	some exp., stable work history	not interested, no retention problems
50-99	no	none			printing experience req.	not interested, only look for experienced employees
50-99						recently sold printing operations, now only sales
100-249	no	none			printing experience req.	not interested, only hire workers w/ technical school training
50-99	no	none			printing experience req.	not interested, skilled positions, must use union candidates
50-99	no	none				no retention problem, ave. 12 yr. tenure, use temp agency
100-249						located in Plymouth
50-99						wrong phone number
1,000 and up	no	none				company was purchased, local staff is being laid off
50-99						phone number disconnected
50-99						phone number disconnected
50-99	no					not interested
100-249					trade school education, exp.	not interested, need trade school educ'd & exp'd employees
250-499		1-2 per year			lift 40 lbs.	no retention problem, only a few openings per year
100-249						phone number listed is actually a fax number
500-1,000						not interested
250-499	yes	120 per year	\$8, \$8.40, \$8.50		H.S. diploma, lift 50 lbs.	in Coon Rapids, no bus service, must work 2nd or 3rd shift
50-99	no	none				not interested, no retention probl., 0 entry level hires in 2 yrs
100-249	no	4 per year				slightly interested, but not a good fit, few entry level positions
50-99	no	none				no entry level positions, professional editors, etc. only
100-249						located in Brooklyn Park
50-99	no	none				not interested, no retention problems
50-99	no	2 per year				moved to Anoka
50-99			\$12			not interested, crazy, called program stupid & unnecessary
50-99	no					not interested
50-99						moved to New Hope
100-249	no	none				no entry level positions, firm is an advertising agency
50-99						moved to Anoka
50-99						part of the University of Minnesota, does not hire own staff
50-99	no	not many			trade school education req.	no retention problem, only hire skilled employees
50-99	no					not interested
50-99	no					not interested, only hire skilled employees
50-99	no					no entry level positions
100-249	no	none in 2 yrs				not interested, hire very few people

Appendix E: List of Interested Printing Firms

Company	Albinson Inc
Address	1401 Glenwood Ave
Contact	Debra Schinke
Phone	374-1120
SIC Code/Industry	2759 printing 3577 computers & comp peripheral equipment 3579 office machines 3571 fax equipment
Employees	100-249
Openings	no entry level openings at the moment
Anticipated Openings	hire 10-20 entry level people every year
Pay	\$10
Benefits	yes
Qualifications	
Hiring Procedure	
Comments	jobs include document reproduction and digital color and high speed copying

Company	Bureau of Engraving Inc
Address	3400 Technology Drive
Contact	Gary Minlschmidt
Phone	788-1000
SIC Code/Industry	2752 web & sheet fed offset printing 2752 film separations, desktop publishing 2789 compete bindery facility 3679 UPC product code
Employees	100-249
Openings	a few on 2nd and 3rd shift
Anticipated Openings	hire 20-30 people per year
Pay	\$7.70 1st shift, \$8.20 2nd shift, \$8.45 3rs shift
Benefits	after 90 days
Qualifications	no printing experience required, some exposure to printing helpful, physical work, must be able to lift 40 lbs. and be on feet, must be available for any shift
Hiring Procedure	
Comments	located off of Marshall, last bus passes at 7 p.m., employees must have reliable transportation

Appendix E: List of Interested Printing Firms

<i>Company</i>	Moore Data Management Services
<i>Address</i>	100 Washington Sq, Ste 1000
<i>Contact</i>	Peggy Parizek
<i>Phone</i>	661-1000
<i>SIC Code/Industry</i>	2721 publishing 2721 systems software
<i>Employees</i>	250-499
<i>Openings</i>	
<i>Anticipated Openings</i>	hire 20 per year
<i>Pay</i>	\$10-\$14
<i>Benefits</i>	yes
<i>Qualifications</i>	for software production - good organizational skills, detail orientated for customer service - good typing (30 wpm) for technical support - some further education such as a certificate program
<i>Hiring Procedure</i>	
<i>Comments</i>	have three different entry level positions, only technical support requires specific education, they do some training

Appendix F: List of General Manufacturing Firms Contacted, but Not Interested

Company	Address	Contact	Phone #	SIC Code	Industry
ADC Telecommunications Inc	4900 W 78th St	Sandra Larson	938-8080	3651	wire harness assemblies (3669)
American Converters Inc	5360 Main St NE	Ken Palmer	574-1044	3069	flexible rubber/rubber sponge products
Bemis Co Inc	222 S 9th St, Ste 2300	Kim Zamor	376-3000	3565	flexible packaging (3993, 2952)
Bemis Packaging Service Machinery Co	315 27th Ave NE	Yvonne	782-1200	3535	conveyors & conveying equip. (3556, 3569)
Benada Aluminum of Minnesota Inc	415 Royalston Av	Dick Olson	375-9197	3442	aluminum storm windows & doors
Bituminous Roadways Inc	2825 Cedar Av S	Jody	686-7001	2951	redi mix blacktop
Bob Incorporated	8740 49th Av N	Bob, junior	533-2261	3599	job shop
Bossaire Inc	2901 4th St SE	Joan	378-0049	3444	energy recovery ventilators (3563)
Buhler Inc	1100 Xenuim Ln		545-1401	3535	bulk conveying systems (3556, 3559)
Cardinal Co IG	7115 W Lake St	Mike Herrick	929-0317	3229	insulating glass products
Carlson Co Inc, Aaron	1505 Central Av NE	Diane	789-8885	2434	custom cabinets (3442, 2599)
Central Container Corp	3901 N 85th Av	Arlene Farver	425-7444	2653	corrugat'd & fiber shipping cartons (3069, 2675)
Chemstar Products Co	3915 Hiawatha Av		722-0079	2046	starch manufacturers
Colwell Industries	123 N 3rd St	JoAnne Clove	340-0365	2865	paint charts
Cortron Corp	7855 Ranchers Rd NE		572-1555	3555	automatic registration equipment
Crow River Industries Inc	14800 28th Av N	Jan	559-1680	3534	wheelchair lifts, wheelchair tie downs (3465)
Crown Iron Works Co	PO Box 1364	Sherry	639-8900	3556	oilseed processing equipment
Dalton Gear Co	212 Colfax Av N	Tim	374-2150	3566	overload safety devices (3568)
Diversi-Plast Products	7425 Laurel Av	Kenny	536-6600	3089	corrugated plastic
Diversified Plastics Inc	8801 Xylon Av N	Gary Thompson	424-2525	3089	custom plastic injection molding (3499)
Douglas Corp	620 12th Av S	Joyce	333-8911	3089	plastic injection molding (3369, 3993)
Flittie-Marshall Concrete Products Inc	2610 Marshall St NE	John Fisher	789-4303	3271	concrete building blocks (3273)
Industrial Custom Products	2801 37th Av NE	Diane	781-2255	3441	extruded plastic (2891, 3069, 2822)
Liberty Carton Co	870 Louisiana Av S	Mark Tampte	540-9681	2653	corrugated containers (3993)
LSI Corp of America	2100 Xenium Ln N		559-4664	2541	plastic laminate casework
Mid-America Business Systems	2500 Broadway St NE, #100	Nancy	378-3800	3535	automated material handling shop
North Star Containers	7301 Northland Dr N		424-6606	2653	corrugated shipping containers (2652, 2671)
Owens-Corning fiberglass Corp	1901 49th Av N		522-3395	2952	roofing products, shingles, tar paper
Precision Engineering Co	9300 52nd Av N	Chris	537-8587	3089	custom injection molding with tool
Robinson Rubber Products Co Inc	4600 Quebec Av N	Denise	535-6737	3069	rubber covered rollers
Seelye Plastics Inc	9700 Newton Av S		881-2658	3089	thermo plastic fabrication
T O Plastics Inc	2901 E 78th St	Dorothy	854-2131	3089	press & vacuum forming plastic molding
Tandem Products Inc	3444 Dight Av		721-2911	3089	molded urethane elastomers (2531, 3272, 3996)
bold = companies that are not interested at the moment, but would like more information or contact at a later date					
total companies = 33					

Appendix F: List of General Manufacturing Firms Contacted, but Not Interested

Employees	Openings	Anticipated Openings	Pay	Benefits	Qualifications	Comments
1,000 & up						manufacturing only in Shakopee, Minnetonka, & 494&Hwy 62
100-249						not interested now, using temp agency, send information
1,000 & up						no entry level openings, only hires for corporate office
250-499	none	only a few entry level				hire mostly skilled employees, no retention problems
50-99	none	6 per year	\$8.00	yes		no retention problems
50-99						not interested
50-99	none	2-3 per year				no retention problem
50-99	none					don't do any hiring, contract out all labor
250-499	none					no entry level positions, only skilled employees
100-249						not interested
50-99						only skilled positions, talked to Iric Nathanson re: Whittier Works
50-99					some man. exp.	not interested now, call back in June
50-99						only fax number listed
500-1,000						no retention problems, only 30 employees
50-99						not interested
100-249	posted on their website					not interested
50-99	none	0 in next few years				no retention problems
50-99						not interested
100-249						no production employees in Minneapolis
60	use from 3-12 temps at a time		\$7-8.00			interested, but located in Brooklyn Park
500-1,000		2 per month				not interested
50-99			\$10-11.00		exp.'d drivers	mostly skilled jobs, only a few entry level jobs
50-99						not interested
250-499						not interested now, send information
100-249						located in Plymouth
50-99		1-3 per year				too few openings
100-249						located in Brooklyn Park
50-99						no answer
100-249						no time now, they are hiring an H.R. person soon
50-99						not interested, union shop
100-249						not interested, just downsized
100-249	none	not many				only 4 shop employees at Minneapolis plant
50-99						manufacturing in Bloomington, only administration in Minneapolis

Appendix G: List of Interested General Manufacturing Firms

<i>Company</i>	Cesco Products Co
<i>Address</i>	9300 73rd Av N
<i>Contact</i>	Kurt Harrington
<i>Phone</i>	424-4919
<i>SIC Code/Industry</i>	3564 air movement equipment
<i>Employees</i>	50-99
<i>Openings</i>	some entry level
<i>Anticipated Openings</i>	hires about 10 people per year
<i>Pay</i>	\$9.24-\$9.79
<i>Benefits</i>	health, life, dental, pension
<i>Qualifications</i>	lifting 40-50 lbs., using tools (saw, staple gun, etc.), work fast, think on feet, be creative, good attendance, team players
<i>Hiring Procedure</i>	
<i>Comments</i>	good attendance is very important for Cesco

<i>Company</i>	GAF Materials Corp
<i>Address</i>	50 Lowry Av N
<i>Contact</i>	Jim Dooley
<i>Phone</i>	529-9121
<i>SIC Code/Industry</i>	3089 fiberglass shingles 3089 fiberglass rolls
<i>Employees</i>	100-249
<i>Openings</i>	always
<i>Anticipated Openings</i>	hire 35-40 people per week
<i>Pay</i>	\$9.50-\$11.00, after probation \$12.30-\$12.40
<i>Benefits</i>	yes
<i>Qualifications</i>	physically demanding work
<i>Hiring Procedure</i>	
<i>Comments</i>	They have 150 people in their location with a 25% turnover on a typical week. In the summer they work six days per week. They have retention problems with their 2nd & 3rd shifts. They are a union shop and seniority is important. New employees get the "crap" jobs and usually work 2nd or 3rd shift. Their hiring process is an ordeal. It requires a physical, background check, no convictions, and drug and alcohol tests.

Appendix G: List of Interested General Manufacturing Firms

<i>Company</i>	Industrial Molded Rubber Products
<i>Address</i>	15600 Medina Rd
<i>Contact</i>	Pearl Riska
<i>Phone</i>	559-9061
<i>SIC Code/Industry</i>	3069 rubber covered rollers and pulleys 3069 rubber to metal bonding 3069 custom molded rubber products 3069 injection transfer-compression molding
<i>Employees</i>	50-99
<i>Openings</i>	yes - entry level shop jobs (molding, grinding, rolling, trimming)
<i>Anticipated Openings</i>	hire 10-15 people per year
<i>Pay</i>	\$8
<i>Benefits</i>	after 60 days
<i>Qualifications</i>	drug test, good dexterity
<i>Hiring Procedure</i>	newspaper advertisements
<i>Comments</i>	located in Plymouth, bus connections are available but must be arranged ahead of time, operate in two shifts (7 - 3:30, 3:30 - 1:30)

<i>Company</i>	Strout Plastics (Division of Great Pacific Enterprises Inc.)
<i>Address</i>	9611 James Av S
<i>Contact</i>	Lisa Koats
<i>Phone</i>	881-8673
<i>SIC Code/Industry</i>	3069 polyethylene bags & sheeting
<i>Employees</i>	100-249
<i>Openings</i>	20
<i>Anticipated Openings</i>	
<i>Pay</i>	\$7.56-\$8.18, with a \$0.25 shift differential
<i>Benefits</i>	yes
<i>Qualifications</i>	basic skills, math, comprehension, reading a tape measure, decimal conversion
<i>Hiring Procedure</i>	
<i>Comments</i>	have had problems hiring people

Appendix G: List of Interested General Manufacturing Firms

<i>Company</i>	Tenneco Packaging
<i>Address</i>	1821 Marshall St NE
<i>Contact</i>	Brian Pascavis
<i>Phone</i>	789-3511
<i>SIC Code/Industry</i>	2653 corrugated shipping containers 2653 displays, corrugated
<i>Employees</i>	100-249
<i>Openings</i>	yes
<i>Anticipated Openings</i>	hire 15 people per year
<i>Pay</i>	\$9.50-\$9.70, can move up fast (average pay is \$11.00)
<i>Benefits</i>	
<i>Qualifications</i>	
<i>Hiring Procedure</i>	
<i>Comments</i>	They have lots of turnover, interested, but need to check with their union.

<i>Company</i>	TSI Plastics
<i>Address</i>	7705 Central Av NE
<i>Contact</i>	Susan Marier
<i>Phone</i>	571-2033
<i>SIC Code/Industry</i>	3089 industrial fabricated plastic parts 3089 nylon and teflon washers 3089 compression & transfer molding 3089 injection molding, screw machine products
<i>Employees</i>	50-99
<i>Openings</i>	yes, currently using 9 temps (with 9 permanent production employees)
<i>Anticipated Openings</i>	yes, business is picking up
<i>Pay</i>	\$7 (30 day, 60 day, & 1 year review with possible \$0.50 pay raise)
<i>Benefits</i>	after 30 days, firm pays 50% of medical & dental
<i>Qualifications</i>	reliable, dependable, able to stand for 8 hours, good dexterity, good eye-hand coordination, no history of back or carpal tunnel problems
<i>Hiring Procedure</i>	
<i>Comments</i>	Have high turnover, work in 3 shifts, jobs include press operator, plastic injection, no experience necessary, are willing to train employees, work is boring and monotonous, 70% of their business is cow tags, there is no dress code, no air conditioning in the shop so it is hot, 70% of employees' review is based on attendance
